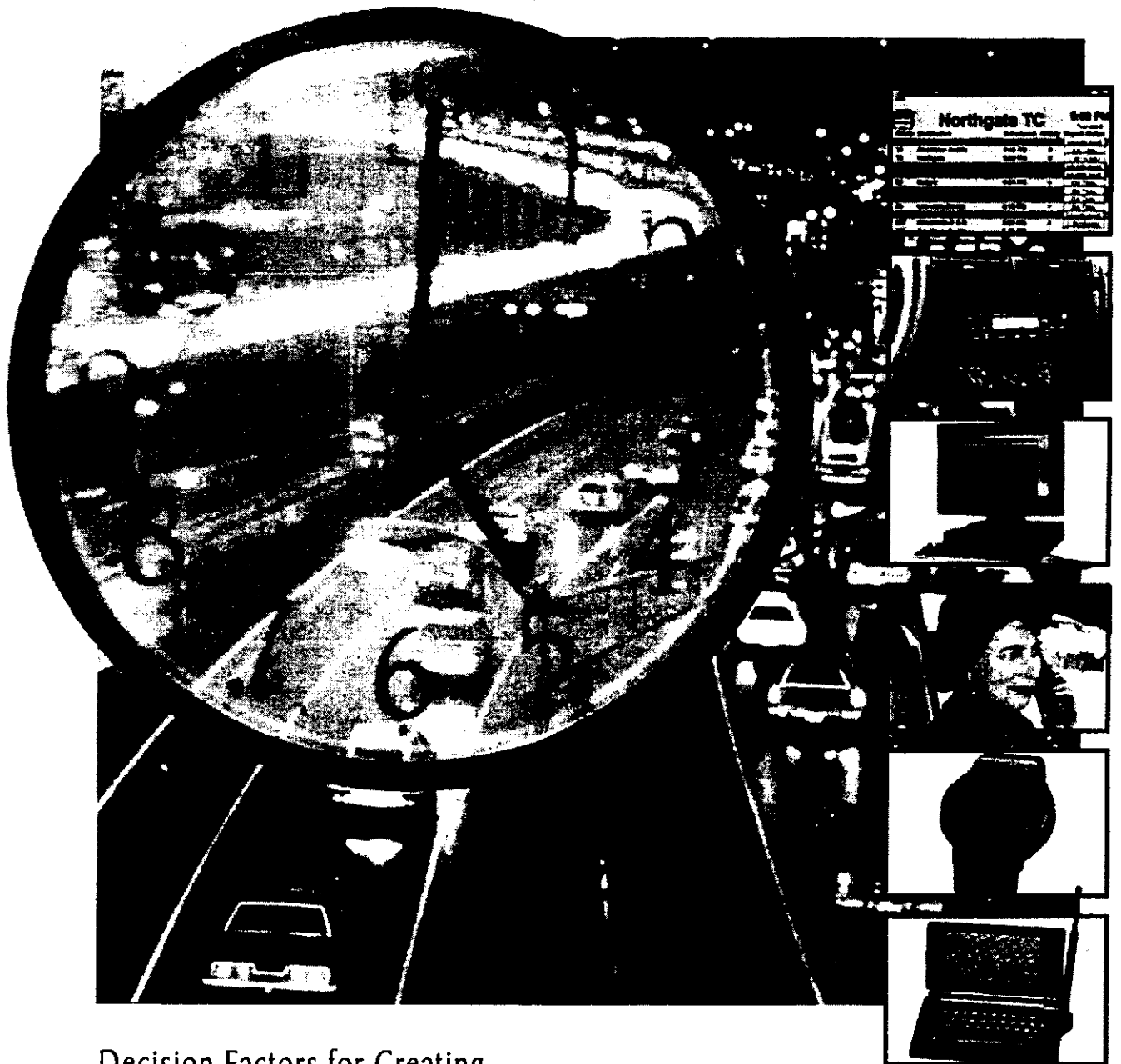




# CHOOSING THE ROUTE

## TO TRAVELER INFORMATION SYSTEMS DEPLOYMENT



Decision Factors for Creating  
**Public/Private Business Plans**

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## CHAPTER 1 INTRODUCTION

Advanced traveler information systems (ATIS) are moving beyond the research stage to become fully integrated elements of urban transportation management systems. By definition, ATIS require cooperation between public and private organizations. However, to date, states have not determined in detail how public agencies will work with private companies to develop, deploy, operate, and maintain ATIS. Perhaps more importantly, evidence suggests that there are many ways in which these groups can work together, and therefore the relationships that promote successful ATIS deployment and operation are likely to differ across the nation, at least in the near term.

This document provides guidance to public agencies and their partners in defining and understanding the issues they must consider and resolve to deploy, maintain, and operate ATIS. It describes possible courses of action and identifies the relevant decision makers. This document also describes the advantages and disadvantages of given public/public and public/private relationships, provides implementation examples of given alternatives, and indicates specific local conditions (e.g., the extent of existing infrastructure) that may render some alternatives more appropriate than others.

Given the immaturity of the technologies, the variety of public political and organizational structures that operate transportation systems, and the uncertainties of budding public/private business relationships, it is apparent that no one single business model or practice is "best" for the deployment and operation of ATIS.

### AN ATIS BUSINESS MODEL FRAMEWORK

A key characteristic of advanced traveler information systems (ATIS) is that the field is new and emerging. The immaturity of the field means that new types of services, service delivery providers, and mechanisms for delivering information are continually being developed and marketed. In addition, the field of traveler information is only one among many new services that provide numerous kinds of information. These may have a growing influence on ATIS, which will have to be able to interface with these new products and providers.

Another important characteristic is that active public/public and public/private partnerships are required to create the most capable ATIS (for example, individual route guidance systems that depend on real-time traffic congestion information or personalized transit schedule information given to users at the office). In most cases today, the public sector supplies information to the private sector, which in turn personalizes that information (or adds value in other ways) and delivers it to customers. The relationships between participating public agencies and private, information service providers are often new to both the public agencies and private companies involved. Public agencies must work closely together

**Because the ATIS field is evolving so dramatically, the business plans and relationships selected for a region are likely to evolve over time.**

in ways that often cross political and organizational barriers. Care, attention, and time are required to successfully mesh the cultures and priorities of these groups.

Given the immaturity of the technologies, the variety of public political and organizational structures that operate transportation systems, and the uncertainties of budding public/private business relationships, it is apparent that no single business model or practice is "best" for the deployment and operation of ATIS systems throughout the country. In some areas, the public sector has decided to control many core ATIS functions to achieve significant public goals. In other regions of the country, these functions have been given to the private sector, either because the public sector believes the private sector can perform those tasks more efficiently or because no public resources are available.

To develop the framework described in this document, the ATIS Committee of the Intelligent Transportation Society of America (ITS America) and the project team examined the business practices associated with ATIS systems now deployed in the United States and developed an understanding of the business practices that will support the efficient operation of specific ATIS.

To help regions select successful business plans, this document describes the various issues that play a significant role in determining what business relationships are most appropriate for a given ATIS effort. Understanding these issues will allow participants to analyze inevitable trade-offs. Besides describing the issues that a region needs to consider, this report illustrates alternative ways that those issues have been successfully resolved. It also

describes the advantages and disadvantages of those alternatives, as well as the special conditions that often determine the selection of specific alternatives.

This framework does not directly answer the questions that must be resolved to select specific business relationships. However, it does provide guidance for public and private sector groups to answer these questions for themselves, given their knowledge of local political, fiscal, and institutional realities.

Note that because the ATIS field is evolving so dramatically, the business plans and relationships selected for a region are likely to evolve over time. That is, as the market size and revenue potential for ATIS services become more clear, new and different public and private relationships may become appropriate. If the market proves as large as many hope, significant private resources may become available for ATIS functions. If the ATIS market turns out to be disappointingly small or if strong political forces require control of the system to remain in public sector hands (to ensure that ATIS efforts reinforce public policies), then the public sector may need to take on (or at least pay for) functions that many agencies currently hope will be provided by the private sector.

This guide assumes that its principal readers will be members of the public sector because the public sector often has "first choice" regarding its level of involvement in the ATIS business. Few private firms want to compete with public agencies because public agencies are not required (and are often forbidden) to make a profit. This puts private firms in the difficult position of having to provide information that is significantly better than that already freely available to generate customer

**Understanding and publicizing the roles and functions that the public sector intends to undertake is an important function of the business planning process.**

**"What do we want the ATIS to accomplish?"**

**Choosing the balance between two different operational philosophies determines the structure of the ATIS business approach. The ATIS may be viewed as**

- **a transportation management tool to help a region meet its transportation policy goals**
- **a market opportunity that allows consumers to obtain information that they value.**

interest and revenue. Therefore, understanding and publicizing the roles and functions that the public sector intends to undertake is an important function of the business planning process.

However, members of the private sector will also benefit from this material, both because the public sector will use this material to determine (in concert with the private sector) the roles it will adopt and the roles it will encourage the private sector to undertake, and because a review of the material should help companies understand the pressures, policies, and constraints that mold public sector decisions. Once private firms understand those public sector constraints, they will be able to deal more effectively and successfully with those agencies.

## OVERVIEW OF ATIS

Just what is an advanced traveler information system? Answering this simple question is both harder than it might first appear and a necessary first step in defining the business relationships needed to support the operation of that system.

In its barest form, an ATIS is any set of data collection and dissemination tools that provides travelers with information they desire about their travel options. Such a system can be very complex (data collected via remote sensors that feed information to specialized devices carried by individual travelers or in vehicles), or relatively modest (radio reports and variable message signs that provide traffic condition updates). The level of complexity drives the technical knowledge needed to design and operate the system and, to a certain extent, defines the types of markets the ATIS can serve. These subjects are covered later in this document.

## CHOOSING AN OPERATIONAL OBJECTIVE

Of perhaps greater importance for public agencies to answer early in the business planning process is the question, "What do we want the ATIS to accomplish?" The two different answers, or operational philosophies, below determine how this question significantly affects the structure of the ATIS business approach. These two answers are that the ATIS is

- **a transportation management tool to help a region meet its transportation policy goals (such as managing traffic congestion and increasing transit and carpool use)**
- **a market opportunity that allows consumers to obtain information (helpful travel information) that they value.**

In reality, an ATIS can be both of these. Just how much of each of these philosophies is adopted will determine the government's level of government control over, commitment of resources to, and responsibility for the system, as well as the freedom the private sector has in providing information that will produce the best revenue return for a given level of expenditure. In all cases, the public/private relationships that create the ATIS are shaped by a series of trade-offs that can be linked to the differences in these philosophies. Several examples illustrate those trade-offs.

One common public objective for the ATIS is to give as many people as possible access to ATIS information. This serves the public goal of providing the best information to the most travelers so that they can make informed travel decisions. This should result in better trip making decisions and reduced congestion, delay, and travel frustration. The implications of this philosophy are multiple types of

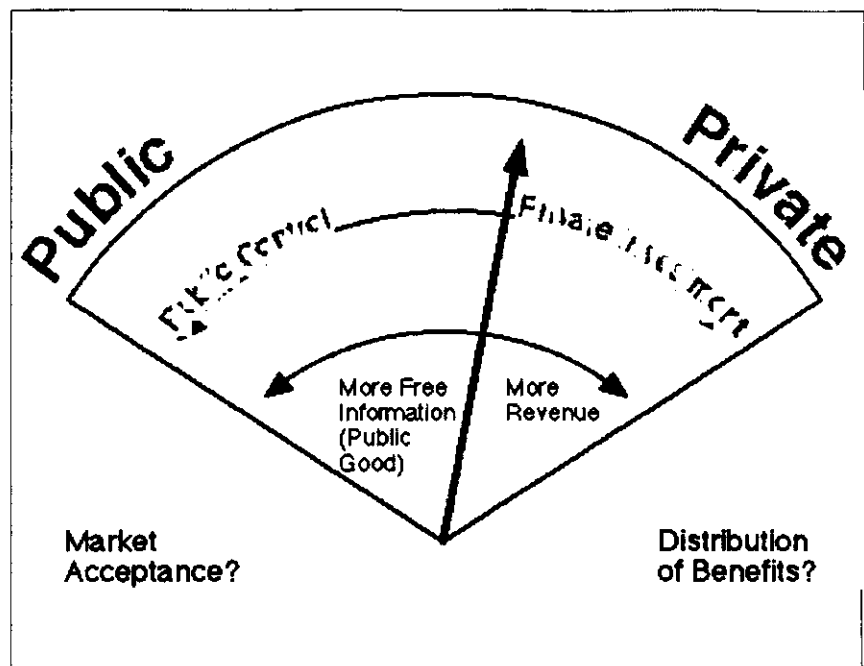


Figure 1-1. Some public and private objectives such as revenue generation and free delivery of information are mutually exclusive.

delivery mechanisms and free (or very low cost) information. This is particularly important because economically disadvantaged travelers are quite often those most willing to forgo single occupant vehicle travel for shared ride modes.

However, giving away large amounts of information significantly depresses the market for the sale of information. (Who will buy information when they can get it free?) Thus, the political decision to provide as much information as possible reduces the incentive for the private sector to enter the market (Figure 1-1) and may stifle the development of personalized services that satisfy the needs of travelers. This decreases the likelihood of attracting private capital to help build and operate the ATIS and results in a system built and operated primarily at public expense.

As another example, if the ATIS is intended to run as a purely "for profit" venture, in many parts of the country the inclusion of transit

information in the near term is unlikely. This is because in many regional markets, transit ridership is a very small share of the overall transportation market and is thus viewed by many private sector participants as having low revenue potential given the cost of obtaining and providing useful information to consumers.

Thus, the basic questions, "What is the ATIS?" and "What do we want the ATIS to accomplish?" must be answered within the context of a series of other concerns and priorities. In fact, answering these two questions often becomes an iterative process in which a region balances its public policy desires with local financial realities, the interests of the private sector (which also change regionally), and the changing economies of the information services market. These issues are discussed in Chapter 2 of this report.

Regardless of the technological sophistication or size of the ATIS, three basic functions must occur in every system:

- data collection
- data fusion
- data dissemination.

## NECESSARY ATIS FUNCTIONS

Not only is the philosophy that drives each ATIS likely to differ from region to region, but the physical systems that make up the ATIS also differ dramatically. The amount of data available in a region changes significantly with the amount of data collection infrastructure that is in place. The type of data available and who "owns" and controls that information also changes, as does the extent to which those data are available for use in modern information delivery systems. These data collection systems can be either publicly or privately owned and operated, and the infrastructure that exists and who owns and/or operates it can have a major influence on the selection of the appropriate public/private business relationships.

Regardless of the technological sophistication or size of the ATIS, three basic functions must occur in every system:

- data collection
- data fusion (the process of combining data collected from one or more sources into an image of transportation system performance)
- data dissemination.

Each of these functions can be performed by a variety of public agencies and private firms. Each function may be performed in different ways by different groups. In fact, different groups may operate redundant systems (i.e., collecting the same data in different ways), and different regional ATIS may operate with different degrees of cooperation between public and private groups that perform these functions.

### Data Collection

Data collection is central to the ATIS effort. However, there are no specifications for what data to

collect, how to collect them, or who should collect them. Data can be provided to the ATIS by automated monitoring systems (loops, cameras, probe vehicles), by visual inspection (observers in a traffic operations center, patrol vehicles), and by schedules and other documentation.

Among the most common pieces of information collected for use within ATIS efforts are the following:

#### Traffic Information

- traffic speeds at specific points in the roadway system
- travel times between given points
- congestion indicators along segments of roadway
- incident locations
- traffic volumes

#### Transit Information

- transit routes
- transit schedules
- fare information
- deviations from existing schedules (late bus notifications)
- current transit vehicle locations

These are supplemented by analytical information provided by personnel who help operate the transportation system. For example, in some cases, incident respondents estimate the expected duration of incidents.

The ATIS industry is still attempting to standardize the data collected and used as a means of reducing the cost of manipulating, storing, and reporting the information contained in the data. This task is particularly important for private manufacturers of information reception devices. Travelers will not buy these devices unless there is a consistent data stream to provide nationally available traveler information services. Also, device makers want to build and market devices that can operate in any region of the country. That will be possible only if every region produces data that are

similar, unless the device makers write region-specific software, a process that is too expensive to make economic sense.

Data standards that affect ATIS operation include the following:

- the types of data provided (see above)
- the representation of those data (e.g., How slowly does traffic on a freeway have to be moving before it is considered congested?)
- the quality control checks placed on the data to ensure that the data collection devices operate correctly
- how often the data are collected and made available to ATIS service providers
- the geographic area that is covered (e.g., Freeways only? A certain percentage of a region's roadway system?)

These standards are important to more than the ATIS community. Much of the data used by ATIS are (or can be) provided by advanced public transportation and traffic management systems, and developers of these systems are wrestling with many of these same issues.

A final issue is that the "data needs" of an ATIS are entirely dependent on the information service function that it performs. That is, the data needed to operate a real-time route guidance system are different from those needed to supply radio-based reports. The real-time system needs link-specific speed and delay information, whereas the radio system requires incident (including "non-incident based congestion") locations, durations, and extents.

In a related issue, the data that are acceptable for a publicly funded effort will often be different than those needed by a privately run operation. For example, a publicly

funded effort may be satisfied with providing data on a single corridor, particularly if the data are being collected for transportation management purposes. The marginal cost of the ATIS effort may be small, and the political benefits of providing the public with those data may be reasonably high. However, for a privately run system, a single corridor may not provide a large enough market to warrant the investment needed to build and operate the ATIS service.

Differences in perspective regarding which data are important (given how each ATIS participant plans to use data) often lead to disagreements between participating groups (both between public agencies and between public agencies and private companies) on issues such as

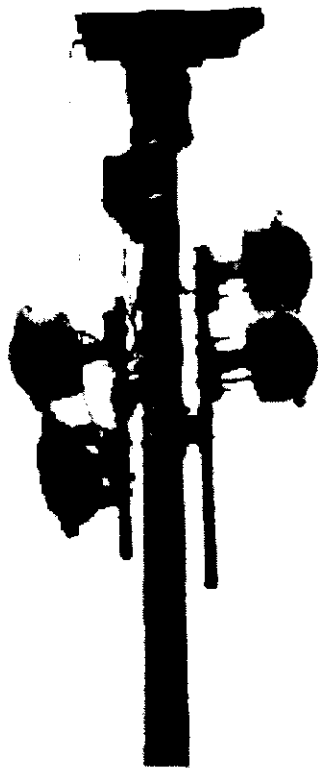
- which data should be collected
- where those data should be collected
- how much data should be collected
- whether raw or summarized data should be available for use
- the value of those data.

The results of these disagreements can be duplication of some data collection efforts and lack of cooperation or participation in ATIS efforts. Conversely, cooperation in responding to data collection issues can result in data collection cost savings, improved data for both operations and ATIS functions, and better overall public/public and public/private agency relationships.

It is important to realize that data collection can be a function of both the public and private sectors. Currently, public sector agencies tend to control the majority of data collection in the United States. Much of the data are collected to help the agency meet its traffic or transit management responsibilities. However, private firms perform this

**The geographic coverage of traffic monitoring systems that are acceptable to the public sector (corridors or specific facilities) is often not sufficient for the private sector, which needs areawide coverage**





*Data collection is central to the ATIS effort. However, there are no specifications for what data to collect, how to collect them, or who should collect them.*

same type of data collection function in at least two cases.

In the first case, private companies may provide what are essentially public facilities under contract to public agencies. This tends to occur where state agencies operate with staff limitations that prevent them from performing what would normally be considered public sector responsibilities, or where analysis has shown that the private sector can provide those functions more cost effectively than the public sector. In these cases, the private sector may build, operate, and maintain monitoring and control facilities on publicly owned roadways as part of a contractual relationship with a state (or other public jurisdiction).

In the second case, a private service provider (usually an ATIS service provider) believes that the publicly available information does not meet its specific data needs and therefore creates a data collection system to meet its own needs. This decision is based on the assumption that the benefits provided by that private monitoring system will exceed the cost of that system. The best example of this type of private data collection system is the use of airplanes in major urban areas to provide video and audio information about traffic congestion, which is then broadcast over commercial radio and television.

In addition to such manual efforts, other private data collection systems exist. For example, in England Trafficmaster has installed a system of radar detectors that provide congestion information at major points throughout the English motorway system. In many U.S. cities, radio stations that provide frequent traffic reports have free cellular phone numbers that allow motorists to report traffic problems without charge.

The existence of private data collection does not guarantee that those data will be shared with public agencies, even when the same private companies obtain public information for free. No standards currently direct public/private sharing of data. Each case must be dealt with independently as part of structuring the business relationship.

### Data Fusion

Data fusion is the process of taking "raw" data from the data collection process and converting them into a form usable for information dissemination purposes. The fusion process can (but does not necessarily) include the following functions:

- Combining data from different sources, including the following
  - matching data so that information from different data collection sources (e.g., cameras, loops, and transit vehicles) can provide alternative measurements of the same facility segment
  - comparing and selecting the "better" measure of conditions when two or more different sensors report on conditions for the same location
  - using one data source to confirm a condition reported through another source (e.g., incident verification)

Performing quality control and quality assurance checks to ensure the validity of the data reported

Adding value to the available data, including the following tasks:

- computing new variables from collected data, such as
  - computing speed from vehicle volume and lane occupancy data
  - computing transit arrival times from vehicle location data

- computing travel times from available estimates of speed and historical measurements of traffic conditions over time
- forecasting traffic volumes at one location given volumes at some other point
- forecasting transit arrival times on the basis of current conditions and historical patterns
- converting data from one format to another (e.g., converting 20-second data by lane into 5-minute averages for an entire roadway section)
- compiling data from multiple sources into a single data feed consistent with an end user's needs (e.g., producing a specially formatted data feed that meets an independent service provider's desired input format)

The data fusion process can take place in one or many steps. It can be done

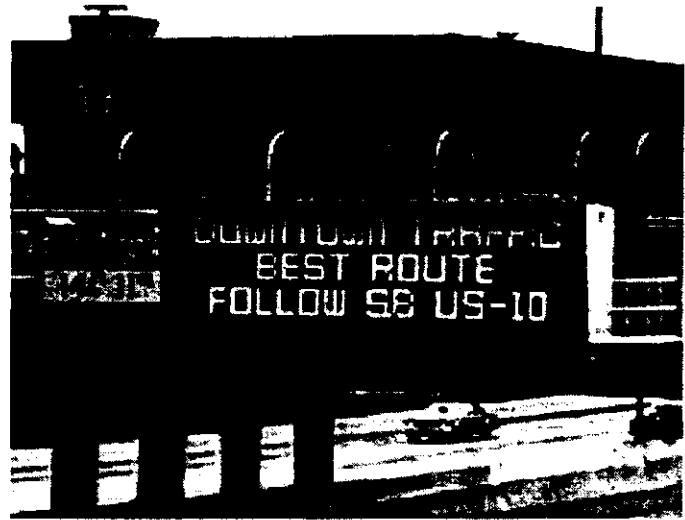
- as the last step in a "data collection" process (e.g., converting raw detector data into a discreet measurement variable)
- as part of a central database function (combining loop and camera referencing systems within a traffic operations center)
- as part of an integrated, distributed database system (e.g., adding manually collected incident descriptions such as "accident at 45th Street blocks two lanes, expect 20-minute duration" to a congestion indicator for a freeway segment)
- as part of the value-added service that an information provider performs before broadcasting information to its customers (e.g., predicting travel times on three alternative routes

for a customer traveling from points A to B)

At its lowest level, the data fusion process provides access to data collected as part of a monitoring system. This often involves the use of "additional" computers whose specific task is to capture copies of data being collected for some other purpose and then serve as a communication point that gives outside users (other public agencies, private service providers) access to those data in a proscribed manner.

At a more sophisticated level, these same "raw" data are further massaged into more sophisticated estimates that have greater value to specific customers. These value added services may be performed by the agency that collects the initial "raw" data, by an information disseminator, or by a third party that collects data from one or more source, adds value to it, and gives it to the information service provider.

Not all information service providers want the same data or data in the same format. In many instances, the "value" in the data collected is the result of the fusion and dissemination procedures that private companies contribute to the ATIS process. Some service providers want to receive data that are "raw," whereas other independent service providers see their service as an information delivery function, and their expertise is in selecting the specific values to be provided and the mechanism to deliver the information, not in the mathematical computation of a traffic variable. This group of information service providers is more than happy to receive data that have been manipulated by others who have a better understanding of the vagaries of transportation system performance.



*The public sector tends to control traditional highway oriented variable message signs.*

#### Data Dissemination

The last function of ATIS is the physical dissemination of transportation system information. The public sector already disseminates transportation information. Transit properties provide large amounts of route, schedule, fare, and other information to riders and potential riders. Traffic agencies provide congestion and incident information.

This task can be as simple as having an operator select a message option from a menu of variable message sign alternatives, or as complex as sending message packets over a wireless communications network to an in-vehicle route guidance device that then computes and updates recommended driving instructions. As with the other two ATIS functions, these tasks can be performed by the public or private sectors, or by a combination of both.

The data dissemination tasks of most current ATIS efforts tend to be split between the public and private sectors. The public sector tends to control traditional highway oriented variable message signs (VMS<sup>1</sup>) and highway advisory radio (HAR), as well as transit rider information systems (e.g., telephone based

schedule assistance). The private sector tends to produce commercial media broadcasts (radio and TV). Private companies are also marketing various personal communications devices to which traffic condition and transit system information can be broadcast. The entity that performs the broadcast to that device is sometimes a private organization and sometimes a public agency. When a private agency does that broadcast, it sometimes does so under contract to a public agency and sometimes as a purely private business (although some data for that business may originate at a public agency).

Determining the role of the public sector in the data dissemination function is a major task within the business planning effort. Maintaining control of the data distribution function allows the public sector to gain the maximum possible use of the system to achieve public policy goals. However, such control tends to reduce the ability of the private sector to innovate and market transportation information services, which in turn reduces the private sector's opportunity to generate revenue to help build and expand the information distribution system.

<sup>1</sup> Also known as changeable message signs (CMS) and dynamic messaging signs (DMS).

Conversely, the more control over the data distribution system the private sector is given, the greater the opportunity for private sector innovation to increase the market, help finance system construction, and generate revenue that can be used to expand the ATIS. This approach drives the information distribution system toward market based results, which in turn means that some public goals such as social equity (that is, giving all travelers access to the data) may be given lower priority. (After all, the private company will need to market its services to those who can afford to pay.) The private sector will develop services that consumers want, as opposed to services that public sector agencies may wish consumers had.

**Deciding what role the public sector will play in each of these three functions is the major effort within the business planning process. It requires that a region balance a variety of factors.**

#### **DISTRIBUTING RESPONSIBILITY**

Deciding what role the public sector will play in each of these three functions is the major effort within the business planning process. It requires that a region balance a variety of factors, including the following:

- the scope and type of transportation system benefits to be gained from the system (Will the system encourage mode shifts? Will the system route traffic onto arterials? Will the system benefit the community as a whole or primarily just the user of a specific device?)
- the need for revenue (Who will pay for the construction and operation of the various ATIS functions? Is sufficient infrastructure in place to collect the required data, and if not, how will that additional infrastructure be paid for?)
- the ability and willingness of different public agencies to work

with each other and the private sector

- the other public policy needs of the region (What data are made available to the public? How are they presented? Who will have access to them and at what cost to the user?)
- the desire to improve this technology and provide business opportunities for the private sector
- the legal realities of public/private business relationships in the region.

These issues and many others are discussed in this report.

#### **OVERVIEW OF BUSINESS PLANS**

An ATIS business plan must pay special attention to the definition of roles for both the public and private participants in the ATIS venture. Because of the potential for public/private competition (which is considered bad if created unintentionally), the business plan must specify which functions the public agencies will perform and how private firms can be expected to interact with those public agencies. This is particularly important because the public and private sectors must cooperate for an ATIS to be successful, and the public and private sectors tend to view ATIS operations very differently.

As noted earlier, the initial business plan should focus on the public sector. That is, the business plan must focus on the role of public agencies, how the public sector will interact with the private sector, and the ground rules for private sector participation. This approach is suggested because the public sector controls most of the infrastructure around which the ATIS revolves. Without public sector participation, the ATIS is often limited in the scope

**A business plan is a summary document that outlines the basic goals, relationships, and financial underpinnings of a given business venture. It is a document that**

- **defines the market that will be exploited**
- **describes how revenue will be generated and how much revenue should be expected**
- **estimates the costs of doing business and how these costs will be financed**
- **lists who will be involved in the effort and describes the relationships among the business partners**
- **describes to decision makers (usually lenders) the risks and rewards inherent in the market**
- **concludes that a positive business opportunity exists.**

and depth of information it can provide.

Once the public sector has clarified its own role and how private sector partners can expect to be treated, the private sector can begin to make informed business decisions about whether to enter that market. Once they decide to enter a given market, private sector firms will also likely write their own business plans, incorporating into those plans their expected relationships with the public sector.

The public sector plan should also be used to define to public officials the necessary public resources and the reasons that public agencies will play the roles defined for them. This is because the business plan must also help convince public decision makers to allocate the necessary public resources to the ATIS effort. This will be accomplished by helping them understand the public benefits obtained from the system and why public funds are best spent in the recommended manner.

Finally, the business plan must acknowledge that the ATIS industry is still evolving. This means that the business plan itself may need to evolve over time as new participants and technologies enter the market, as market forces define technology

winners and losers, and as public sentiment toward transportation and government change. Thus, the business plan needs to acknowledge that some flexibility is necessary in the public/private relationships. This flexibility must allow new relationships to occur over time as conditions warrant, while holding harmless those participants who were willing to join the ATIS effort early in its development.

## REPORT ORGANIZATION

The second chapter of this document discusses the issues that must be considered during the development of a business plan. Chapter 3 presents general business plan models around which business plans can be devised and introduces specific contracting mechanisms that will govern the relationships between ATIS participants. Chapter 4 provides some instructions to help regions consider all the issues that can significantly affect their selection of a business approach to the ATIS. The appendices provide references to specific people and agencies that have dealt with ATIS business planning issues, more detailed discussion of contracting options, and other helpful background information.



**AMERICAN PUBLIC TRANSIT ASSOCIATION MEMBERSHIP LIST**  
**(as of July 16, 1999)**

A.C.C. Sales and Service International Inc.	Altro Floors
AAI Corporation	Aluminum Company of America
Abacus Technology Corporation	American Bonded Brakes, L.L.C.
ABC Bus Companies, Inc.	American Brake & Clutch, Inc.
ABC Rail Products Corporation	American Express Company
Abon & Associates, Inc.	American Seating Company
Access Services, Inc.	American Transit Services Council
Accuride Corporation	Ames Transit Agency (Cy-Ride)
AC Transit (Alameda-Contra Costa Transit District)	AMETEK Rotron Technical Motor Division
Acumen Building Enterprise	Ammann & Whitney
Adelphi Capital, LLC	AMTRAK
ADR Vantage, Inc.	Ann Arbor Transportation Authority
Adshel Inc.	Anoka County Transit
Adtranz	Ansaldo North America Transportation Area
Advanced Structures Corporation	Anstec, Inc.
Advanced Bus Industries, LLC	Ansul, Incorporated
Aerobus International, Inc.	AOR Transit, Inc.
Agence metropolitaine de transport	AppalCART
Agent Systems, Inc.	Applied Image Technology, Inc.
AGUIRREcorporation	ARCADIS, Geraghty & Miller
Alaska Department of Transportation and Public Facilities	The Architecture Group, Inc.
Albany Transit System	Area Transportation Authority of North Central Pennsylvania
City of Albuquerque Transit & Parking Department	Argonne National Laboratory
Alcatel Canada Inc.	ARINC
Alexander & Associates	Arizona Department of Transportation
Alexandria Transit Company	Arizona Transit Association
City of Alexandria	Arlington County, Virginia
AlliedSignal Truck Brake Systems Company	Armiger & Associates
Allison Transmission Division	Paul Arnold Associates, Inc.
Allright Corporation	ARRIVA Passenger Services (ARRIVA PLC)
Almex	Arrow Bus Lines
ALSTOM Signaling Inc. (formerly General Railway Signal Corporation)	Arvin Ride Control Products
ALSTOM Service - North America	Asahi Seiko USA, Inc.
ALSTOM Transportation, Inc.	Ascom Autelca AG
Altair Engineering	Ascom Automation Inc.
Altamont Commuter Express (ACE)	Assabet Valley Councils on Aging
Alternate Concepts, Inc.	Transportation, Inc.
Altoona Metro Transit	Assembling, Moulding Industrial U.S.A., Inc.
	(AMI) Associates
	Associates Commercial Corporation

Association of State Road Transport  
 Undertakings  
 Athens Urban Transport Organization  
 Athens Transit System-The Bus  
 Athol Corporation  
 Atkinson Construction  
 Atlanta RP Enterprises  
 Atlanta Regional Commission (ARC)  
 Atlantic Detroit Diesel Allison, Inc.  
 Atlantic Hudson, Inc.  
 Attiko Metro A.E.  
 Australian City Transit Association  
 Incorporated  
 Automatic Equipment Co.  
 AWM Enterprises, Inc.  
 B&R Manufacturing, Inc.  
 Bain and Associates, Inc.  
 Bain & Company, Inc.  
 Ballard Power Systems Inc.  
 Ballard Management Group, Inc.  
 Bandag, Inc.  
 Banknote Corporation of America, Inc.  
 R. L. Banks & Associates, Inc.  
 Steven A. Barsony  
 Basile Baumann Prost & Associates, Inc.  
 Battelle  
 City of Battle Creek Battle Creek Transit  
 Baultar Composite, Inc.  
 Bay Nets Safety Systems, Inc.  
 Bay State Marketing Consultants  
 Bay Metropolitan Transportation Authority  
 BC Transit  
 Bear, Stearns & Co. Inc.  
 S.R. Beard & Associates, Inc.  
 Beaver County Transit Authority  
 Bechtel Civil Company  
 Bender Group of Companies  
 Ben Franklin Transit  
 Louis Berger & Associates, Inc.  
 Berks Area Reading Transportation Authority  
 (BARTA)  
 BHC Trans  
 George E. Billman  
 Birmingham-Jefferson County Transit  
 Authority  
 Birmingham Regional Planning Commission

Chip Bishop Communications  
 Bi-State Development Agency  
 Blacksburg Transit  
 Blitz Bus And Truck Division Of The Blitz  
 Corporation  
 Bloomington PublicTransportation  
 Corporation  
 Blue Water Area Transportation Commission  
 Blue Bird Corporation  
 Bode Corporation  
 Bodycote ORTECH Inc.  
 Boise Locomotive Company A MotivePower  
 Industries Co.  
 Boise Urban Stages  
 Roger Boldt Consulting  
 Bombardier Transit Corporation  
 BONCOR Group Corp.  
 Booz, Allen & Hamilton, Inc.  
 Joe Boscia Resources  
 City of Bowling Green, Kentucky  
 Boyle Engineering Corporation  
 BRAKEPRO, Ltd.  
 Brasco International, Inc.  
 Raul V. Bravo & Associates  
 Breda Transportation, Inc.  
 Bridge Technology, Inc.  
 Fred Brink Independent Consultant  
 Brisbane Transport  
 Broward County Division of Mass Transit  
 Brush Industries Inc.  
 BRW, Inc.  
 Buckeye Steel Castings G.S.I. Engineering  
 Burgess & Niple, Limited  
 BUS BUSINESS JOURNAL, VPI INC.  
 BUS RIDE MAGAZINE  
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 Butler County Regional Transit Authority  
 Butler Township - City Joint Municipal  
 Transit Authority  
 C&D Technologies, Inc.  
 Calgary Transit  
 CALIBRE Systems, Inc.  
 California Department of Transportation  
 (Caltrans)  
 University of California Transportation Center



California Public Utilities Commission Rail Safety and Carriers Division	City of Charleston Transit Administration
California Transit Association	Charlotte Department of Transportation
California Association for Coordinated Transportation, Inc.	Chatham Area Transit Authority
California Natural Gas Vehicle Coalition	Cherry Family Foundation
Cambria County Transit Authority	CHG & Associates
Cambridge Systematics, Inc.	Chicago Area Transportation Study
Camp Dresser & McKee Inc.	Chicago Department of Transportation
Dean Campbell Associates-DCA Seminars	Chicago Transit Authority
Canac	Chittenden County Transportation Authority
Canadian National Railways	Chula Vista Transit
Canadian Pacific Railway	Circadian Technologies, Inc.
Canadian Urban Transit Association	Cis LeRoy Consulting
Capital Area Rural Transportation System (CARTS)	CitiCorp Development Center
Capital Area Transportation Authority	City & County of Denver
Capital District Transportation Authority	City Transit Management Company, Inc. (Citibus)
Capital Metropolitan Transportation Authority	Clallam Transit System
CAPtech, Inc.	Clark County Public Transportation Benefit Area Authority (C-TRAN)
CARDPRO Services, Inc.	Clayton Environmental Consultants (Division of Clayton Group)
Carlisle Motion Control Industries, Inc.	Clever Devices Ltd.
The Carmen Group	Clough Harbour & Associates LLP
Carolina Casualty Insurance Company	CNA Insurance Company
Carrier Transicold A/C Industries	CNIM Canada Inc.
Carter & Burgess, Inc.	Coach and Car Equipment Corporation
Castrol Industrial North America Inc.	Coach USA Southeast Region
CCL Management, Inc.	Coastal Rapid Public Transit Authority (CRPTA)
CDSNet, Inc.	Coca-Cola Enterprises, Inc.
CEMBRE SpA	Cole, Sherman & Associates Ltd.
Center for Urban Transportation Research	Collins Bus Service
Central CT Regional Planning Agency	Colorado Department of Transportation
Central Oklahoma Transportation & Parking Authority (COTPA)	Colorado Association of Transit Agencies
Central Contra Costa Transit Authority	Columbia Gas of Pennsylvania, Inc.
Central New York Regional Transportation Authority	Command Bus Company Inc.
Central Ohio Transit Authority	Community Action Transit System
Central West Virginia Transit Authority	Commuter Check Services Corp./ Oram Associates
Centre Area Transportation Authority	Com-Net Software
CH2M HILL	Complete Coach Works
Chaddock & Associates	Concrete Reinforcing Steel Institute
Champaign-Urbana Mass Transit District	Connecticut Transit
Champion Bus, Inc.	Connecticut Department of Transportation
Chance Coach Inc.	Consoer Townsend Envirodyne Engineers, Inc.
Chancellor Media Corporation	

Consolidated Natural Gas Company  
 Norfolk Southern Corporation  
 CAF USA, Inc.  
 Contract Compliance, Inc.  
 Controlled Power Corporation  
 Cool Rider International  
 Cornerstone Concilium, Inc./dba Cornerstone  
 Transportation Consulting  
 Corpus Christi Regional Transportation  
 Authority  
 The Corradino Group  
 Corridor Transportation Corporation  
 Council of University Transportation Centers  
 Council on Aging/Community Transit  
 Creative Outdoor Advertising  
 Creative Action  
 Eileen Crowley-Reed & Associates, Inc.  
 CSX Transportation  
 Cubic Transportation Systems, Inc.  
 Culver City Municipal Bus Lines  
 Cumberland-Dauphin-Harrisburg Transit  
 Authority  
 Cummins Engine Company, Inc.  
 Curtis Engineering Consulting Services, Inc.  
 Custom Training - a division of Universal  
 Technical Institute  
 Dabney-Hall, Inc.  
 Dallas Hermetic Company, Inc.  
 City of Dallas  
 Dallas Area Rapid Transit  
 Daniel, Mann, Johnson, & Mendenhall  
 Dan Peter Kopple & Associates  
 John A. Dash & Associates  
 DATTCO, Inc.  
 Laurence R. (Rich) Davis  
 Davis Freight Management, Inc.  
 M. Davis and Company, Inc.  
 Daytech Mfg. Ltd.  
 City of Decatur - Decatur Public Transit  
 System  
 Deere Power Systems Group  
 Dees Fluid Power Transit Division  
 Delaware Transit Corporation  
 Delcan Corporation  
 Delco Remy America, Inc.  
 Deloitte & Touche LLP

Vincent R. DeMarco, P.E.  
 Des Moines Metropolitan Transit Authority  
 (MTA)  
 Detectable Warning Systems, Inc.  
 City of Detroit Department of Transportation  
 Detroit Diesel Corporation  
 Dialight Corporation  
 Norman Diamond  
 Diedrich/Niles Bolton Associates Architects  
 and Planners  
 Diesel Power & Controls, LLC  
 DigiMetrix Inc.  
 Digital Printing Systems Inc.  
 Digital Recorders, Inc.  
 Dilax AG  
 Disabled Services @ Orthopaedic Hospital  
 Disc-Lock International  
 Discover Financial Services, Inc.  
 DNP Corporation USA  
 Domenech Hicks & Krockmalnic, Inc.  
 Architects  
 Doron Precision Systems, Inc.  
 Double Eagle Market Development Company  
 Dowling Institute  
 Draycott Consulting, Inc.  
 Dubai Municipality Transport Section  
 Duchscherer Oberst Design PC  
 Duluth Transit Authority  
 R. H. Dunn & Associates, Inc.  
 DuPont Advanced Glazing Products  
 DuponTrolley Industries  
 DuPont Safety, Health & Environmental  
 Services  
 Durham Area Transit Authority (DATA)  
 Dykema Gossett PLLC  
 Dynamic Engineering  
 Eagle County Regional Transportation  
 Authority  
 City of East Chicago Public Transportation  
 Eastern Contra Costa Transit Authority (Tri  
 Delta Transit)  
 Ebus, Inc.  
 ECHELON Industries, Inc.  
 Eckert Seamans Cherin & Mellott, LLC  
 Edmonton Transit  
 Edwards and Kelcey, Inc.

EGIS Inc.  
 Elcon Associates, Inc.  
 ElDorado National Co.  
 Electric Transit Vehicle Institute  
 Electro-Motive Division General Motors  
 Locomotive Group  
 Elevator Escalator Safety Foundation  
 Elf Atochem North America Inc.  
 El Paso Mass Transit Department (Sun Metro)  
 Energy Control Group, L.L.C.  
 Engelhard Corporation Environmental  
 Technologies Group  
 Engine Control Systems, Ltd. Subsidiary of  
 The Lubrizol Corporation  
 Eno Transportation Foundation, Inc.  
 ENTRA Consultants International Inc.  
 EPRI  
 ERG Transit Systems (formerly AES Prodata)  
 Ergometrics & Applied Personnel Research,  
 Inc.  
 Erie Brush & Manufacturing Corp.  
 Escambia County Area Transit  
 Espar Products, Inc.  
 City of Everett Transportation Services/Everett  
 Transit  
 Excel Industries, Inc.  
 Export Development Corporation  
 FAB Industries, Inc.  
 City of Fairfax CUE Bus  
 Fairfield/Suisun Transit City of Fairfield  
 Faiveley Rail, Inc.  
 Fargo Metropolitan Area Transit System  
 Fay, Spofford & Thorndike, Inc.  
 Federal Mogul  
 Feldman Consulting Group  
 Fitzgerald & Halliday, Inc.  
 FJCandN  
 FLEET MAINTENANCE SUPERVISOR  
 FleetSafe Corporation  
 James D. Flemming  
 the Marketing Institute  
 Florida Department of Transportation  
 Florida Transit Association  
 Fluor Daniel, Inc.  
 Folia Industries Inc.  
 Fond du Lac Area Transit

Foothill Transit  
 Forsythe & Associates, Inc.  
 Fort Wayne Public Transportation Corporation  
 Fort Worth Transportation Authority (The T)  
 Fossil Graphics Corporation  
 L.B. Foster Company, Inc.  
 Myra L. Frank & Associates, Inc.  
 Marshall Frank, Security Consultant  
 Frasco & Associates, Inc.  
 Freedman Seating Company  
 Fresno Area Express (FAX)  
 Fresno County Rural Transit Agency  
 Frost & Jacobs LLP  
 FUTREX Inc.  
 Future Paradigms  
 F.W.T. Studios Limited  
 L. S. Gallegos & Associates, Inc.  
 City of Galveston/Island Transit  
 Gannett Fleming, Inc.  
 Gary Public Transportation Corporation  
 Gas Research Institute  
 Gemini Consulting  
 General Electric Company  
 GeoFocus, Inc.  
 Georgetown University  
 Georgia Department of Transportation  
 Georgia Rail Passenger Authority  
 Gespro Technologies  
 GFI GENFARE  
 Giesecke & Devrient America, Inc.  
 Gilbert Tweed Associates, Inc.  
 GILLIG Corporation  
 GIRO Inc.  
 Glatting Jackson Kercher Anglin Lopez  
 Rinehart, Inc.  
 Glendale Transit  
 City of Glendale  
 John Glenn Adjusters & Administrators, Inc.  
 Global Innovations  
 Globe Transportation Graphics  
 GO Transit  
 Gobis & Company  
 Golden Empire Transit District  
 Golden Gate Bridge, Highway &  
 Transportation District  
 Goldman, Sachs & Co.

Goodkind & O'Dea, Inc.  
 The Goodyear Tire & Rubber Company  
 Theodore S. Gordon, P.E.  
 Grand Rapids Area Transit Authority  
 Great-West/BenefitsCorp  
 Great Falls Transit District  
 Greater Bridgeport Transit Authority  
 Greater Cleveland Regional Transit Authority  
 Greater Hartford Transit District  
 CityBus of Greater Lafayette  
 Greater Lynchburg Transit Company  
 Greater New Haven Transit District  
 Greater Peoria Mass Transit District  
 Greater Richmond Transit Company  
 Greater Waterbury Transit District  
 Sharon Greene and Associates  
 Greensboro Transit Authority  
 Greenwood Forest Products, Inc.  
 Grupo Empresarial Martinez- Chavarria-  
 Garcia, S.A. de C.V.  
 Guam Mass Transit Authority  
 Gwinnett County Department of  
 Transportation  
 H-P Products Inc.  
 Delon Hampton & Associates, Chartered  
 Handi-Hut, Inc.  
 HAP International  
 Harkins Cunningham  
 Harmon Industries, Inc.  
 Harrier Lines, Inc.  
 Frederic R. Harris, Inc.  
 Harris Corporation  
 Harris & Associates, Inc.  
 Harris Miller Miller & Hanson Inc.  
 Hartsdale Bus Co., Inc.  
 Harvard Design & Mapping Co., Inc.  
 Hatch Mott MacDonald, Inc.  
 Hausman Bus Sales, Inc.  
 Hawaii County Transit System  
 Hay and Company  
 HBS Consultants  
 HDR ENGINEERING, INC.  
 Heaney, Edelstein & Company  
 Heery International, Inc.  
 Hennepin County Regional Railroad Authority  
 Herzog Transit Services, Inc.

High Speed Ground Transportation  
 Association  
 Hill International, Inc.  
 Hillsborough Area Regional Transit Authority  
 (HART)  
 Hilti, Inc.  
 The HNTB Companies  
 Daniel Wagner & Associates, Inc.  
 Holland & Knight  
 City and County of Honolulu Department of  
 Transportation Services  
 Hopkins & Sutter  
 Charles W. Hoppe, Inc. Transportation  
 Consulting  
 Hornibrook Bus Lines Pty Ltd.  
 Horton International Inc.  
 Hubner Manufacturing Corporation  
 Hudson General LLC  
 Huitt-Zollars, Inc.  
 Hunt & Associates, LLC  
 City of Huntsville Department of Public  
 Transportation  
 HYDROTEX  
 IBI Group  
 Idaho Transportation Department - Division of  
 Public Transportation  
 IIT Research Institute (IITRI)  
 Illinois Department of Transportation  
 IMPulse NC, INC.  
 Indiana County Transit Authority  
 Indiana Department of Transportation  
 Indianapolis Public Transportation  
 Corporation  
 Indiana Transportation Association, Inc.  
 Indus International, Inc.  
 Ingersoll-Rand Company Engine Starting  
 Systems Division  
 INIT GmbH Innovations in Transportation  
 INSPEC FOAMS  
 Institute for Transportation Research and  
 Education  
 Institute of Transportation Engineers (ITE)  
 Insul-8 Corporation  
 Integrated Security Consortium  
 Intellect Corporation  
 Interactive Elements Incorporated

Intercity Transit  
 International Taxicab and Livery Association  
 International Display Systems, Inc.  
 International Union (Association) of Public  
 Transport (UITP)  
 International Crystal Manufacturing Co., Inc.  
 Internet Technologies Group, Inc.  
 Invictabus  
 I/O Controls Corporation  
 Iowa City Transit  
 Iowa Department of Transportation  
 Iowa Public Transit Association  
 ipd Co., Inc.  
 Iron Horse Engineering Co., Inc.  
 City of Irvine  
 Isringhausen, Inc.  
 ITOCHU International Inc.  
 ITS AMERICA (Intelligent Transportation  
 Society of America)  
 ITW Plexus  
 J&H Marsh & McLennan, Inc.  
 R.E. Jackson Company, Inc.  
 Jackson Public Transportation Co., Inc.  
 (JATRAM)  
 Jacksonville Transportation Authority  
 Jacobs Engineering Group Inc.  
 James City County Transit Company  
 Jane's Information Group  
 "JIMMY" DIESEL  
 Johnson County Transit  
 Johnson City Transit System  
 Joyce & Associates  
 K.W. Tunnell Company, Inc.  
 ICF KAISER ENGINEERS, INC.  
 Kalamazoo Public Transportation Division  
 (Metro Transit System)  
 Kalatel, Inc.  
 Kansas Public Transit Association  
 Kansas City Area Transportation Authority  
 Karen Antion Consulting  
 Kawasaki Rail Car, Inc.  
 KDE, Inc.  
 Kelley Transit  
 Kelsan Technologies Corp.  
 City of Kenosha, Department of  
 Transportation (Kenosha Transit)

Kentucky Public Transit Association  
 KETRON Division of The Bionetics  
 Corporation  
 KFH Group, Incorporated  
 Kimley-Horn and Associates, Inc.  
 Halsey King & Associates Inc./dba Halsey  
 King Seminars  
 Rolland D. King  
 King County Department of  
 Transportation/Metro Transit  
 Kitsap Transit  
 KJM & Associates, Ltd.  
 KKO and Associates, Inc.  
 Knorr Brake Corporation  
 Knoxville Area Transit (KAT)  
 Jill Kollmann & Associates  
 Korey Kay & Partners  
 Korve Engineering Inc.  
 KPMG LLP  
 George Krambles, P.E.  
 Krapf's Coaches Inc.  
 Krauthamer & Associates, Inc.  
 KTR Corporation  
 Kuwait Public Transport Company  
 LaCrosse Municipal Transit Utility  
 Laidlaw Transit Services, Inc.  
 Laird Plastics  
 Lake Erie Transportation Commission  
 LAKETRAM  
 Lancer Insurance Company  
 Lane Transit District  
 Lantal Textiles, Inc.  
 Laredo Municipal Transit System (El Metro)  
 Lashly & Baer, P.C.  
 Lea+Elliott, Inc.  
 Leadership Dynamics  
 Ledalite Architectural Products Inc.  
 Ledcor Industries Ltd.  
 Lee Tran  
 Lehigh and Northampton Transportation  
 Authority (LANTA)  
 The Lehman Center for Transportation  
 Research (LCTR)  
 Lehman Brothers  
 Leigh, Scott & Cleary, Inc.  
 Liberty Lines

LIFT-U  
 Lin Industries, Inc.  
 Lincoln Composites  
 T.Y. Lin International BASCOR, Inc.  
 Link (Chelan-Douglas Public Transportation  
 Benefit Area)  
 Livermore/Amador Valley Transit Authority  
 (WHEELS)  
 LKC Consulting Services, Inc.  
 LKG-CMC, Inc.  
 Lockheed Martin Control Systems  
 Lomorado Group  
 London Underground Limited  
 Lone Star Energy Company/ Alternative Fuels  
 Division  
 Long Beach Transit  
 MTA Long Island Rail Road  
 Lord Corporation  
 Loronix Information Systems, Inc.  
 Los Angeles County Metropolitan  
 Transportation Authority  
 Loudoun County Transportation Division  
 Louisiana Public Transit Association  
 Louisiana Transit Company, Inc.  
 Loves Park Transit System  
 Lower Rio Grande Valley Development  
 Council-Rio Transit  
 LSA Design, Inc.  
 LSB Technology  
 LTK Engineering Services  
 William A. Luke  
 LUMINATOR  
 Luzerne County Transportation Authority  
 LYNX - Central Florida Regional  
 Transportation Authority  
 3M Intelligent Transportation Systems  
 Macon-Bibb County Transit Authority  
 Macro Corporation  
 MACRO International, Inc.  
 Madico Window Film  
 Madison County Transit District  
 Cliff Madison Government Relations, Inc.  
 Madison Metro Transit System  
 Magaldi & Magaldi, Inc.  
 Magnetic Ticket & Label Corporation  
 Magnifoam Technology Inc.

Maguire Group Inc.  
 Maintenance Design Group  
 Manatee County Area Transit  
 ManTech Systems Solutions Corporation  
 Marathon Brake Systems  
 Marin County Transit District  
 Marley Flexco  
 Mars Electronics International/Sodeco Cash  
 Management Systems  
 Martyrs Bus Service  
 Marubeni America Corporation  
 Mass. Electric Construction Co.  
 MASS TRANSIT LAWYER/  
 ADMINISTRATOR  
 Massachusetts Bay Transportation Authority  
 Massachusetts Association of Regional Transit  
 Authorities (MARTA)  
 MASS TRANSIT  
 Mass Transit Administration of Maryland  
 Mass Transportation Authority  
 Matra Transport International Corp.  
 McCalley Consulting  
 McCarty's, Inc.  
 McCollom Management Consulting, Inc.  
 McCormick Rankin International  
 McDonald Transit Associates, Inc.  
 McDonough Associates Inc.  
 Thomas J. McGean, P.E.  
 Thomas McGee, L.C.  
 McGlothin Davis, Inc.  
 Robert H. McManus  
 Linda J. Meadow & Associates  
 Mehta & Associates, Inc.  
 Meister Electronics LC  
 Memphis Area Transit Authority  
 Mentor Engineering Inc.  
 Mercer Management Consulting, Inc.  
 Mercury Graphics  
 Meriden Transit District  
 Meritor Automotive, Inc.  
 Rudolf Mertens - Consultant  
 Metra  
 Metro Area Transit  
 METRO Magazine  
 METRO Regional Transit Authority  
 MTA Metro-North Railroad

Metroplan Orlando  
 Metropolitan Atlanta Rapid Transit Authority  
 Metropolitan Bus Authority  
 Metropolitan Transportation Commission  
 Metropolitan Evansville Transit System  
 Metropolitan Management Transport Holdings  
 Limited (MMTH)  
 Metropolitan  
 Metropolitan Washington Council of  
 Governments  
 MTA Long Island Bus  
 Metropolitan Transportation Authority  
 Metropolitan Transit Authority  
 Metropolitan Transit Authority of Harris  
 County  
 Metro Transit  
 Miami-Dade Transit Agency  
 Miami Valley Regional Transit Authority  
 Michelin North America - Tire Leasing  
 Michigan Department of Transportation  
 Mid Mon Valley Transit Authority  
 Mid-County Transit Authority  
 Mid-Ohio Valley Transit Authority  
 Mid-Ohio Regional Planning Commission  
 Midwest Bus Corporation  
 Miller Brewing Company-Miller Free Rides  
 John Milligan, CPA  
 Milwaukee County Transit System  
 Mincom, Inc  
 The Mineta Transportation Institute (IISTPS)  
 Ministere Des Transports du Quebec  
 Minnesota Valley Transit Authority  
 Minnesota Department of Transportation  
 Mirenc, Inc.  
 Mississauga Transit  
 Mississippi Public Transit Association  
 Missoula Urban Transportation District  
 Missouri Public Transit Association  
 Mitra & Associates, Inc.  
 Mitsui & Co. (USA) Inc.  
 MK Centennial (A Morrison Knudsen  
 Company)  
 Mobile Climate Control Industries Inc.  
 Mobile Video Products  
 Mohawk Manufacturing & Supply Company  
 Monheim Galow, Inc.

Montana Transit Association  
 Montebello Bus Lines  
 Monterey-Salinas Transit  
 Montgomery County Transit Services  
 Montgomery KONE Inc.  
 Montreal Transport Society  
 Moody's Investors Service  
 E.W. Moon, Inc.  
 Moore Iacofano Goltsman, Inc. (MIG)  
 Morgan State University National  
 Transportation Center  
 MORPACE International, Inc.  
 Morris County Dept. of Transp. Mngmt./  
 Morris County Metro/Dover & Rockaway  
 RR/  
 Motor Coach Industries, Inc.  
 Motorola Smartcard Solutions Division  
 MotorVac Technologies, Inc.  
 MTA, Incorporated - Consulting Engineers  
 MTS Insurance Services, LLC  
 J. Muller International  
 MultiModal Group  
 Multisystems, Inc.  
 Anthony Munafo  
 Muncie Public Transportation Corporation  
 Muncie Reclamation & Supply Co.  
 Mundle & Associates, Inc.  
 Municipal Services Group, Inc.  
 Muscatine City Transit System (MuscaBus)  
 The Museum of Bus Transportation  
 Muskegon Area Transit System (MATS - The  
 Shore Line)  
 Muskingum Authority of Public Transit  
 (MAPT)  
 MV Transportation, Inc.  
 The MWW Group  
 Napier International Technologies Inc.  
 The Natchez Group, Inc. DBA Tech Prose  
 National City Transit  
 National Guard Products, Inc.  
 National Insurance Consultants, Inc.  
 National Trade Productions, Inc.  
 National Transit Institute Rutgers, The State  
 Univ. of New Jersey  
 The Natural Gas Vehicle Coalition  
 NCM Capital Management Group, Inc.

University of Nebraska-Lincoln College of  
 Engineering & Technology  
 J.T. Nelson Company, Inc.  
 NEOPLAN USA CORPORATION  
 The Nettleship Group, Inc.  
 Nevada Department of Transportation  
 New Britain Transportation Co.  
 New Castle Community Transit  
 New Flyer of America Inc.  
 New Jersey Transit Corporation (NJ Transit)  
 New Mexico State Highway and  
 Transportation Department  
 New York City Department of Transportation  
 MTA New York City Transit  
 New York Power Authority  
 New York Public Transit Association  
 New York State Department of Transportation  
 NextBus Information Systems, LLC  
 Niacad Ltd.  
 Niagara Frontier Transit Metro System, Inc.  
 Nickel Development Institute (NiDI)  
 C.E. Niehoff & Co.  
 Nimco/Bus Division  
 Nippon Sharyo USA, Inc.  
 Nissho Iwai American Corporation  
 North Central Texas Council of Governments  
 North County Transit District (North San  
 Diego County Transit  
 North American Bus Industries, Inc. (NABI)  
 North American Transit Supply Corporation  
 (NATSCO)  
 North Carolina Department of Transportation  
 North Carolina Public Transportation  
 Association, Inc.  
 Northeast Ohio Areawide Coordinating  
 Agency (NOACA)  
 Northeast Alternative Vehicle Consortium  
 NorthEast Passenger Transportation  
 Association  
 Northeast Transportation Co.  
 Northern Indiana Commuter Transportation  
 District  
 Northern Virginia Transportation Commission  
 Northwest Suburban Mass Transit District  
 Northwestern Indiana Regional Planning  
 Commission

Norwalk Transit District (Wheels)  
 Norwalk Transit System  
 Nova BUS Corporation  
 N/S Corporation  
 NuStats International  
 Obie Media Corporation  
 O'Brien Kreitzberg  
 Ohio Department of Transportation  
 Ohio Public Transit Association (OPTA)  
 The Okonite Company  
 Robert A. Olmsted  
 OMNIGLOW Corporation  
 OMNITRANS  
 Ontario Ministry of Transportation  
 Operation Respond Institute, Inc.  
 Oppenheimer Wolff Donnelly and Bayh LLP  
 Oracle Corporation  
 Oracle Communications Inc.  
 Orange County Transportation Authority  
 Orbital Sciences Corporation Transportation  
 Management Systems  
 Oregon Department of Transportation  
 Oregon Transit Association  
 Orion Bus Industries, a division of Western  
 Star Trucks Inc.  
 City of Orlando Transportation Planning  
 Bureau  
 OTACO Seating Co. Ltd.  
 Otak  
 Ottawa-Carleton Regional Transit  
 Commission (OC Transpo)  
 Owensboro Transit System  
 Ozaukee Express  
 Pace Suburban Bus Division of RTA  
 Manuel Padron & Associates  
 PaineWebber Incorporated  
 Sandor (Alex) Pali, Jr.  
 The Palisades Consulting Group, Inc.  
 Palm Beach County Surface Transportation  
 Department (Palm Tran)  
 Palmer & Dodge LLP  
 Pannier Corporation, Graphics Division  
 Paralyzed Veterans of America  
 Paratransit Brokerage Services, Inc.  
 Park City Transit Park City Municipal  
 Corporation



Jeffrey A. Parker & Associates, Inc.  
 Parsons Brinckerhoff Tudor - Turner  
 Associates  
 Parsons Brinckerhoff Quade & Douglas, Inc.  
 Parsons Transportation Group Inc  
 Pattison Outdoor  
 Pee Dee Regional Transportation Authority  
 Peerless Instrument Co., Inc.  
 Peninsula Corridor Joint Powers Board  
 (PCJPB)  
 Peninsula Transportation District Commission  
 Penn Machine Company  
 Pennsylvania Public Transportation  
 Association (PPTA)  
 Pennsylvania State University Pennsylvania  
 Transportation Institute  
 Pennsylvania Department of Transportation  
 Peter Pan Transit Management, Inc.  
 Peyser Associates, Inc.  
 Pfaff-silberblau Hebezeugfabrik GmbH & Co.  
 City of Philadelphia Office of Transportation  
 City of Phoenix Transit System  
 Phoenix Planning & Evaluation, A Division of  
 Maximus  
 Phoenix Management Services, Inc.  
 PHW Inc.  
 Pierce County Public Transportation Benefit  
 Area Authority Corporation  
 Pinellas Suncoast Transit Authority  
 Pioneer Valley Transit Authority  
 Pittman & Hames Associates  
 Plasser American Corporation  
 Plymouth Metrolink and Dial-A-Ride  
 Pocatec Ltd.  
 Polaroid Corporation  
 Polytechnic University of Madrid  
 Portage Area Regional Transportation  
 Authority (PARTA)  
 Port Arthur Transit (PAT)  
 Port Authority of Allegheny County  
 Port Authority Trans-Hudson Corporation  
 Port Authority Transit Corporation  
 Port Chester/Rye Transit Inc.  
 Portland Cement Association  
 Post, Buckley, Schuh & Jernigan, Inc.

Potomac and Rappahannock Transportation  
 Commission/OmniRide  
 PPG Industries, Inc.  
 Prague Public Transit Company  
 Prangle & Co.  
 Prima Facie, Inc.  
 Prince George's County Department of Public  
 Works & Transportation  
 Priority Manufacturing, Inc. (PMI)  
 Proceco Ltd.  
 Progress Rail Services Locomotive and Transit  
 Products Division  
 PROGRESSIVE RAILROADING  
 Progressive Transportation Services, Inc.  
 Project ACTION Easter Seals  
 Project Planning & Analysis  
 Propane Vehicle Council  
 Prototype Incorporated  
 PS Technology Inc.  
 PSG Corrosion Engineering, Inc.  
 P.T.L.A. Enterprise, Inc.  
 Public Financial Management, Inc.  
 Public Transport Service Corporation  
 Public Transportation Board  
 Puerto Rico DOT & Public Works  
 Puget Sound Systems Group, Inc.  
 Marion C. Pulsifer Consulting LLC  
 Quadagno & Associates, Inc.  
 Quantum Sky  
 Queen Management Group, Inc. (QMG, Inc.)  
 Queensland Department of Transport  
 Radio Engineering Industries, Inc.  
 RAIL ENGINEERING INTERNATIONAL  
 Railroad Controls L.L.C.  
 Rail Safety Engineering  
 RAILWAY AGE  
 Railway Gazette International  
 Ramsey County Regional Railroad Authority  
 Rankin Publishing, Inc.  
 Raytheon Washington Operations  
 The R.C.A. Rubber Company  
 Recaro North America  
 Redding Area Bus Authority  
 Red Rose Transit Authority  
 Regie Autonome des Transports Parisiens  
 (RATP)

Regional Public Transportation Authority  
 Regional Transportation Commission of Clark  
 County/Citizens Area Transit  
 Regional Transit Authority  
 Regional Transit System  
 Regional Transportation Authority  
 Regional Transportation Commission  
 Regional Transportation District  
 James P. Reichert  
 Reichman Frankle Inc.  
 Reid Crowther & Partners Ltd.  
 JOHN REILLY/Associates  
 Renaissance Government Solutions, a division  
 of Renaissance Worldwide  
 Renault North American Center Division of  
 Mack Trucks, Inc./Iris Bus  
 Rhode Island Public Transit Authority  
 Ricon Corporation  
 The Rideshare Company  
 Rio Grande Pacific Corp.  
 Riverside County Transportation Commission  
 Riverside Transit Agency  
 RNL Design  
 Roaring Fork Railroad Holding Authority  
 Robinson & Associates  
 Rochester-Genesee Regional Transportation  
 Authority  
 Rock Island County Metropolitan Mass  
 Transit District (MetroLink)  
 Rockbestos Surprenant Cable Corporation  
 Rockford Mass Transit District  
 Rockwell Shelters, Inc.  
 Rockwell Automation  
 Rockwell Integrated Local Government  
 Systems  
 Rocla Concrete Tie, Inc.  
 Rolling Stock R&D Center  
 Rome Tool & Die Co., Inc.  
 Romeo RIM, Inc.  
 Rosborough Communications, Inc.  
 ROSCO, Inc.  
 Rotary Lift A Dover Industries Company  
 Route Logic, Inc.  
 Royalite Thermoplastics Division Uniroyal  
 Technology Corporation  
 RT&T Inc.

RTA Transit Services, Inc.  
 RTI, Inc. (a wholly-owned subsidiary  
 Thomas A. Rubin, CPA, CMA, CMC, CIA,  
 CGFM, CFM  
 Rural Transit Assistance Center (RTAC)  
 Russell Corrosion Consultants, Inc.  
 RVG R.V. Goebel Family, Inc.  
 Ryder/ATE, Inc.  
 S & A Systems, Inc.  
 Sacramento Regional Transit District  
 Safetran Systems Corporation  
 Safety Vision, Inc.  
 SAFT America Inc.  
 Salem Area Mass Transit District  
 Salomon Smith Barney  
 Salt Lake Olympic Organizing Committee  
 San Bernardino Associated Governments  
 County of San Diego San Diego County  
 Transit System  
 San Diego Metropolitan Transit Development  
 Board (MTDB)  
 San Diego Transit Corporation  
 San Diego Trolley, Inc.  
 San Francisco County Transportation  
 Authority  
 San Francisco Bay Area Rapid Transit District  
 (BART)  
 San Francisco Municipal Railway  
 San Joaquin Regional Transit District  
 San Joaquin Regional Rail Commission  
 San Luis Obispo Transit  
 San Mateo County Transit District (SamTrans)  
 Santa Barbara Dual Spectrum  
 Santa Barbara Metropolitan Transit District  
 Santa Clara Valley Transportation Authority  
 Santa Clarita Transit  
 Santa Cruz Metropolitan Transit District  
 Santa Monica Municipal Bus Lines "Big Blue  
 Bus"  
 SAP America Public Sector, Inc.  
 Sarasota County Area Transit (SCAT)  
 Sasaki Associates, Inc.  
 Saul, Ewing, Remick & Saul  
 Schaltbau Transportation Group Inc.  
 Peter Schauer Associates  
 Scheidt & Bachmann USA, Inc.

John J. Schiavone Technical & Corporate Communications	Southern California Edison Company
Schimpeler Associates	Southern California Association of Governments (SCAG)
Schindler Elevator Corporation	Southern California Regional Rail Authority (SCRRA)
Schlumberger Technologies Parking and Transit Division	Southwest Metro Transit
Schulman, Ronca & Bucuvalas, Inc. (SRBI)	Southwest Ohio Regional Transit Authority/Metro
City of Scottsdale	Southwire Company
City of SeaTac	Space Coast Area Transit
City of Seattle Strategic Planning Office	Transit Management of Spartanburg, Inc. (SPARTA)
Sedgwick, Inc.	SPD Technologies
SEMA Group	Spear Technologies
Service Technicians Society (STS)	Spicer Heavy Axle and Brake Division of Dana Corporation
SG Associates, Inc.	Spokane Transit Authority
Sherin and Lodgen LLP	Sportworks Northwest, Inc.
Sherwin-Williams Automotive Finishes Corporation	Sprague Devices, Inc.
Sherwood Electromotion Inc.	Spring Technologies, Inc.
Shuttle-UM Transit System	City Utilities of Springfield, MO
Siemens Transportation Systems, Inc.	
City of Simi Valley/Transit	Springfield Mass Transit District
Singapore MRT Ltd.	Springs Transit
Sioux Falls Transit	SPS Payment Systems
Skagit Transit (SKAT)	SR Concepts
SMC Transit International USA	SSI Vehicle Wash Systems, Inc.
Snohomish County Public Transportation Benefit Area Corporation	St. Cloud Metropolitan Transit Commission
Software Solutions Unlimited Inc.	St. Paul Fire and Marine Insurance Company
The Solis Group	Star Machine & Tool Co.
Solpower Corporation	Stark Area Regional Transit Authority
Somerset County Office of Transportation	STARS (Saginaw Transit Authority Regional Services)
Sound Transit	MTA Staten Island Railway
South Carolina Department of Transportation (SCDOT)	Stewart & Stevenson Power, Inc.
South Central Illinois Mass Transit District (SCT)	STI-CO Industries
South West Transit Association	STI/Kings Plush Products
South Bend Public Transportation Corporation (TRANSPO)	Stone & Webster Transportation Services
South Carolina Research Authority (SCRA)	Straetisvagnar Reykjavikur (SVR)
South Central Massachusetts Elderbus, Inc.	Philip M. Strong, Consultant
South Coast Area Transit	Stuttgarter Strassenbahnen AG (SSB)
Southeastern Pennsylvania Transportation Authority (SEPTA)	STV Incorporated
Southeast Transportation Authority	Suburban Mobility Authority for Regional Transportation (SMART)
The Southern California Gas Company	Sully North America, Inc.
	Sumitomo Corporation of America

Sun Tran	Total Contract Solutions, Inc.
SunLine Transit Agency	Touch Technology International, Inc.
Sunrise Systems Inc.	TPI Metro
SUTRAK Corporation	Traction Power Systems
Sverdrup Civil, Inc.	Trans-Industries, Inc.
SVI International, Inc.	TransAdelaide
Swift & Associates	TransCom & Associates
Swiger Coil Systems, Inc.	TransEd, Inc.
SYSECA Inc.	Transfort/Dial-A-Ride
Syska & Hennessy Engineers, Inc.	Transit Surveillance Systems
Systan, Inc.	Transit Audio Technologies
SYSTRA Consulting, Inc.	Transit Authority of Lexington-Fayette Urban
Taipei Rapid Transit Corporation	County Government
Talfourd-Jones Inc.	Transit Authority of Northern Kentucky
TALTRAN - City of Tallahassee	Transit Authority of River City (TARC)
Tapeswitch Corp.	The Transit Authority
TCT Transit Services, Inc.	Transit Engineering Services, Inc.
TDG Transit Design Group Inc.	Transit Innovations
Technologies Balios Inc.	Transit Mutual Insurance Corporation of
Telcordia Technologies	Wisconsin
Telecite Inc.	Transit Safety Management
Teleflex Fluid Systems	Transit Video Security Systems, Inc.
Telephonics Corporation	TransManagement, Inc.
TELFORD Consulting	TRANSMETRICS, INC.
City of Tempe, Arizona	Transpec Worldwide
Template Software, Inc.	Transportation Resource Associates, Inc.
Temple Transit City of Temple, Texas	Transportation Seating, Inc. (TSI)
Tennessee Department of Transportation	Transportation Solutions /Executemps, Inc.
Tennessee Public Transportation Association	Transportation & Transit Associates, Inc.
Terrebonne Parish Consolidated Government	(TTA)
Texas A&M University System	Transportation Displays, Inc.
Texas Department of Transportation	Transportation Alternatives
The Gulf Coast Center Connect Transportation	Transportation Equipment Association
Program	Transportation Construction Services, Inc. A
Thermo King Corporation	Day & Zimmermann International,
Thomas Built Buses, Inc.	Inc. Company
Gordon J. Thompson	Transportation Services of Tennessee, Inc.
Tianjin Public Transit Group Corp.	Transportation Technology Center, Inc.
TICKET CENTER Fahrkarten Automaten	Transporte Coletivo Georgia Ltda.
GmbH	Transports en Commun de L'Agglomeration
Tidewater Transportation District Commission	Rouennaise
Toledo Area Regional Transit Authority	Transports Publics de la Region Lausannoise
Tompkins Consolidated Area Transit (TCAT)	S.A.
Topeka Metropolitan Transit Authority	Transport Technology Publishing
Toronto Transit Commission	TransTech of S.C., Inc.
Torrance Transit System	TransTeC America

transtechnik Corp. USA Power Conversion Systems	Van Der Aa Mobility Group
TransWay Limited	Vanasse Hangen Brustlin, Inc.
TranSystems Corporation	VANIR Construction Management, Inc.
Trapeze Software Group	VAPOR Corporation
Trauner Consulting Services, Inc.	VenTek International
Travel West Midlands	Ventura County Transportation Commission
Tri-County Commuter Rail Authority	Anil Verma Associates, Inc.
Triangle Transit Authority	Vermont Agency of Transportation
MTA Bridges and Tunnels	Vermont Public Transportation Association
Tri-County Metropolitan Transportation District of Oregon (Tri-Met)	Verner, Liipfert, Bernhard, McPherson & Hand, Chartered
Trillium USA	VIA Rail Canada Inc.
Trolley Enterprises, Inc.	VIA Metropolitan Transit
Truck Trailer Transit	Virginia Transit Association
Tulsa Transit/Metropolitan Tulsa Transit Authority	Virginia Railway Express (VRE)
Turbodyne Systems, Inc.	Virginia Department of Rail and Public Transportation
David Turch & Associates	Virginkar & Associates, Inc.
TwinVision na, Inc.	Visa U.S.A. Inc.
2Plus, Inc.	Visalia City Coach
Tyler Transit	Visionary Marketing, Inc.
UCONN Transportation Services	Voith Transmissions, Inc.
UMass Transit Service	Volusia County Transportation Authority
Unicel Corporation	Volvo Trucks of North America, Inc. Bus Aftermarket Operation
Unidad Ejecutora del Tren Ligero	VPSI Commuter Vanpools
Union Pacific Railroad Company	WABCO Passenger Transit Division
Union Switch & Signal Inc.	Westinghouse Air Brake Company
United Products Corporation	The Wackenhut Corporation
Unitrans	Waco Transit System (WTS)
Universal Coach Parts, Inc.	Wallace, Floyd, Associates Inc.
University of Illinois at Chicago Urban Transportation Center	Walter Dorwin Teague Associates, Incorporated
Univ.Transportation Research Center/ITS, City University of New York	Washington Metropolitan Area Transit Authority
University Transportation and Parking Services	Washington State Transit Association
Upper Great Plains Transportation Institute	Washington State Department of Transportation
Urban Transport News	Waukesha Metro Transit
Urban Engineers, Inc.	Waukesha County Transportation Department
Urbitrans Associates Incorporated	Wayfarer Transit Systems
URS Greiner Woodward Clyde	WC Solutions Group
U.S. Bus Lines	Webasto Thermosystems, Inc.
USSC Group, Inc.	Harry Weese Associates
Utah Transit Authority	Weldon Technologies, Inc.
Uwe Inc.	Weslin Consulting Services, Inc.

West Virginia Department of Transportation  
West Virginia Public Transit Association, Inc.  
Westchester County Department of  
Transportation  
Western Reserve Transit Authority  
Westmoreland County Transit Authority  
Westport Innovations Inc.  
Wickwire Gavin, P.C.  
Wilbur Smith Associates  
Williams-Russell and Johnson, Inc.  
Williams Detroit Diesel-Allison, Inc.  
Williamsport Bureau of Transportation  
Willis Corroon Corporation  
Wilmington Renaissance Corporation  
Wilson Consulting  
Wilson, Ihrig & Associates, Inc.  
Windham Region Transit District  
Winston-Salem Transit Authority  
Wisconsin Department of Transportation  
Wisconsin Urban Transit Association  
Albert C. Witzig  
Women's Transportation Seminar (WTS)  
PGH Wong Engineering, Inc.  
Worcester Regional Transit Authority  
The World Bus Company/ACV  
Yellow Transportation/HealthRide  
York County Transportation Authority (dba  
Community Transit)  
ZF Industries, Inc.  
Zimmer Gunsul Frasca Partnership  
Zurich - American Insurance Group

**APTA RESOLUTION ON NATIONWIDE TRAVELER INFORMATION  
TELEPHONE NUMBER**

**WHEREAS, the U.S. Department of Transportation has filed a petition with the Federal Communications Commission for a common national telephone number for traveler information; and**

**WHEREAS, this single action could prove to be one of the most valuable and effective public services, capable of reaching much of the population of the country; and**

**WHEREAS, State and local governments across the country are continuing to invest in communications systems and technologies that will enable them to better operate and manage their transportation networks to the fullest; and**

**WHEREAS, these advances will allow transportation managers to disseminate important travel information, from snow and other weather emergencies, to road construction delays, to day-to-day congestion during both the peak and non-peak travel times; and**

**WHEREAS, if public transportation and all transport modes are fully integrated into the system its effectiveness would greatly be enhanced;**

**NOW THEREFORE BE IT RESOLVED, THAT the APTA Executive Committee strongly supports the Department of Transportation's petition to the FCC for a common national telephone number for traveler information, and recommends that the use of such number be part of a fully integrated traveler information system across all modes of transportation, including public transportation, to ensure its greatest effectiveness.**